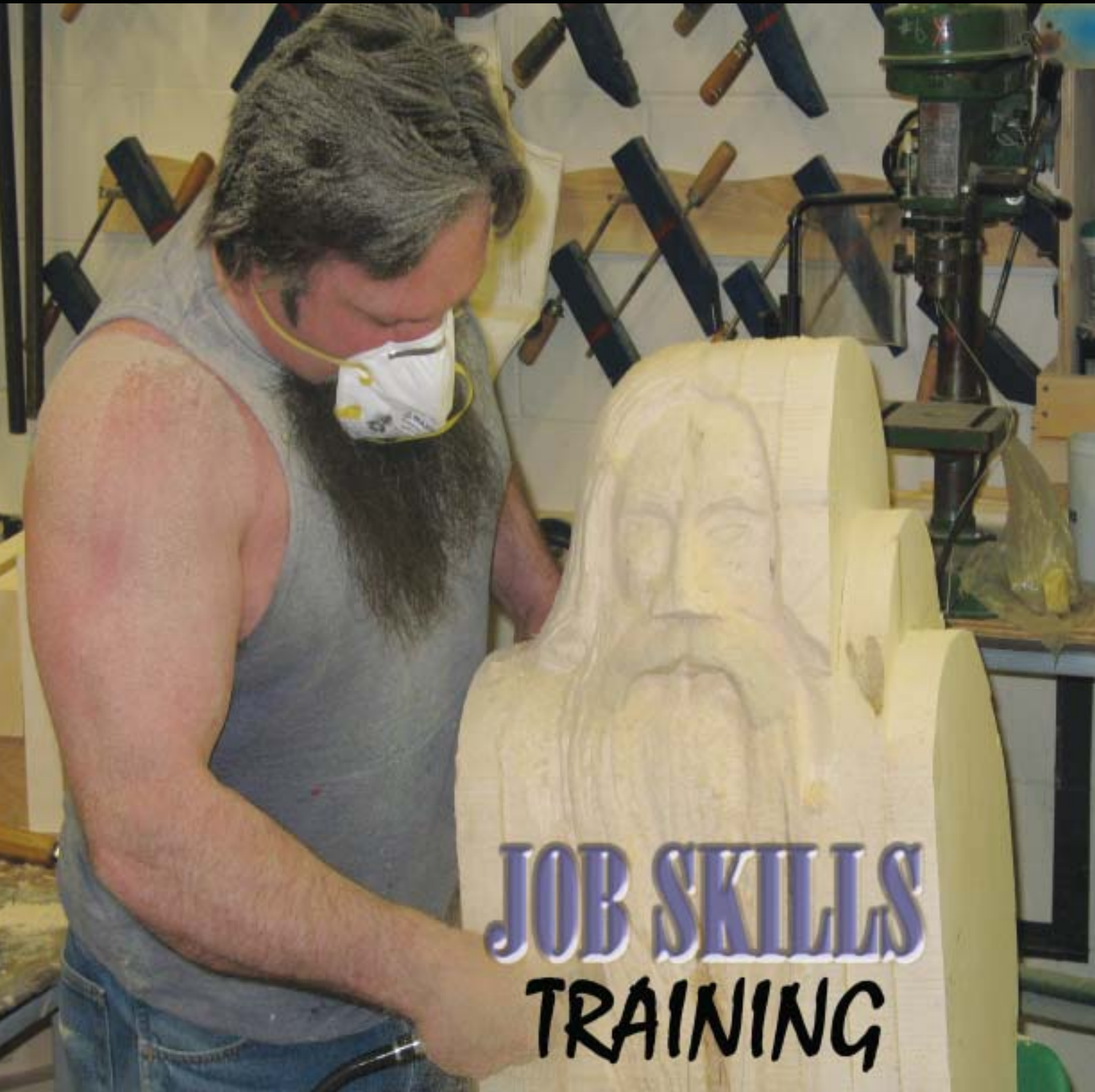


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NATIONAL
CORRECTIONAL
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President's Pen

BY GILES J. SPAULDING, PRESIDENT

BUILDING BRIDGES EVERYDAY

With three months into our new year, I hope that the staff of all of our NCIA members, correctional industries partners, vendors, and affiliated organizations have experienced a great start to 2007. I look forward to an excellent year filled with new industry friends and partners, program successes and organizational accomplishments. In 2006 we bid our farewell to many. Yet, with these goodbyes we also said hello to new staff, programs, friends and future triumphs. I am truly excited about 2007!

With our spring/conference issue of *NCIA News* focusing on meaningful job skills training for inmates and their successful transition into our communities, each reader will find a wealth of information from contributing writers. This subject matter also truly echoes the theme of Enterprise 2007, **Building Bridges: Opportunities for Success** in numerous ways. The bridges we build amongst all affiliates can provide abundant opportunities for success within our industries, our communities and our organization.

It also reminds me that we must be creative and bold when contemplating new opportunities. We must not rely solely on the written stories of others' successes. We need to place phone calls and host personal visits among fellow correctional industry leaders so that we can help each other gain new perspective and avoid reinventing the wheel. Many of us have existing programs that are successful and we also have the stories to share with these successes. On the other hand, we may also have stories that explain some of our non-successful program attempts. All of this information is priceless.

Please take the time to read the articles within this Spring issue. I hope that at least one of them will ignite a spark that promotes you to inquire further. Our newsletter provides you with an up-to-date synopsis of the latest technology and inventive techniques being used amongst us. Yet a personal phone call can provide you with an abundance of information. Networking among industries, affiliates and vendors helps each of us to understand we share many of the same goals, achievements, shortcomings and plans for the future. I challenge you to reach out and build bridges in 2007 that fulfill our motto: *Working on the Inside – Succeeding on the Outside*. ▼

Respectfully,

A handwritten signature in cursive script that reads 'Giles J. Spaulding'.

Giles J. Spaulding
President

NCIA extends its heartfelt thanks to the following sponsors of ENTERPRISE 2007:





EXECUTIVE DIRECTOR'S *Remarks*

BY GINA HONEYCUTT, EXECUTIVE DIRECTOR

New BEGINNINGS...

Dear NCIA Colleagues,

As the first newsletter issue of 2007, it is my pleasure to welcome new members to the association and to congratulate our 2007/2008 Board of Directors who have assumed their new roles with enthusiasm. It is a very exciting time for NCIA with new leadership, new NCIA staff and in many ways, new beginnings.

I am very excited to present our Spring 2007 issue to you. This issue's theme, *Job Skills Training*, clearly inspired many of our members, as we received more articles for submission than for any other issue in recent history. Several of the articles really touch on the triumphs of programs that work and the offenders who have successfully transitioned into our communities as a result. There are some terrific stories here that are not to be missed! It is our hope that by sharing these articles and stories, your correctional industry program can gain information that benefits and improves your operations. Or it may be that some of these stories simply reinforce to you the importance of what correctional industries does on a daily basis: to provide a positive work ethic, training and meaningful job skills to inmates in a realistic work environment which will better enable each of these individuals to re-enter society upon release.

To be able to share these stories and successes with one another through *NCIA News* defines the real mission of NCIA: to promote excellence and credibility in correctional industries through professional development and innovative business solutions. I encourage

you to use this newsletter and our conferences as your vehicle to network with your peers and to share information that betters one another's programs and operations. This type of professional development is why your association exists and we are proud to be able to serve you in this capacity.

For those of you attending Enterprise 2007 in Jacksonville, Florida, you will not be disappointed. You will find outstanding professional development opportunities in all of our workshop tracks along with terrific networking opportunities with vendors and colleagues alike.

Enjoy this information-packed issue and share it with your co-workers. We look forward to seeing each of you in Jacksonville! ▼

Warm Regards,

Gina Honeycutt
Executive Director



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Talent that is OUT OF THIS WORLD!

By, Robert Walden, Prison Industries Manager, Maine State Prison

The Maine State Prison Industries Program has had the unique opportunity the past few years of having a very special and remarkably talented inmate work in and help take our program to new heights. Our overall program consists of a daily average workforce of 175 - 185 inmates spread out over several smaller shops (upholstery, machine, finishing, and license plates). 80% of our inmate workers are associated with a sizeable woodshop program which produces over 600 different items ranging from birdhouses to bookcases and hutches which are sold through our retail prison showroom store. It was through a store visit by an out-of-state tourist who had an idea and was willing to place a phone call to me that this story began.

In the fall of 2002, I received a phone call from Raymond Griffin, Director of the Christa Corrigan McAuliffe Center located at Framingham State College in Massachusetts. He had stopped by our prison showroom retail outlet and seen some, as he described them, unique carvings available for sale and had an idea. He explained to me his long time wish of having a hand carved replica of the Challenger Space Shuttle commemorating the first teacher in space. The piece would be displayed in the lobby of the college center that is named after alumni and teacher/astronaut Christa Corrigan McAuliffe. My initial reaction was that we did not, as a rule, entertain special projects of this nature but because of the unusual circumstances surrounding the Challenger Space Shuttle tragedy, I was interested in at least looking into the possibility.

After inquiring with some of our program's inmate carvers and having one by the name of Rod Whitten agree to give it a try, I told Dr. Griffin the good news.

He promptly submitted a contract and in March of 2003, a remarkable project began. I knew Whitten had carving skills and a keen eye for details as a craftsman but the 4' replica of the Challenger Shuttle he produced over the next four months was amazing. Once on display in the McAuliffe Center, word quickly spread and before long I was contacted by the Christa McAuliffe Planetarium in Concord, New Hampshire, her teaching community, requesting a larger Challenger Shuttle version for their lobby. So, with Whitten again eager to

take on the challenge, we were off and running. He created a nearly six foot replica which hung upside down as it would have appeared while in flight. It was masterfully completed much to the delight of the planetarium.

This led to Griffin contacting me again to discuss the possibility of having Whitten take his skills to yet another level and craft a nearly 10 foot-tall Challenger Shuttle complete with an external fuel tank

and booster rockets just as it would appear on a launch pad. Once again Whitten was up to the task and designed and crafted this 500-plus pound wooden masterpiece complete with a fabricated steel carrier rack for safe transportation. After four months and over 600 man hours of inspired and dedicated labor, he had completed this truly one-of-a-kind work of art that included over 800 feet of native Maine basswood and stood tall on a mahogany base. This shuttle is proudly displayed in front of the McAuliffe Center for all students, staff, and visitors to see.



Rod Whitten proudly stands next to one of the many life-sized wood carvings he has created. This work is entitled "Neptune's Ride" and was inspired by a painting by artist David Manntook.

All of these projects were completed by the spring of 2005 and Whitten was not done yet, as a request then followed for a life-sized Mars Rover to add to Framingham State College's growing collection.

Once again Whitten welcomed the opportunity and with the visual aid of many articles, pictures, a college supplied DVD, and even a small model supplied by the Kennedy Space Center, he carefully designed and crafted a replica Mars Rover complete with removable solar panels and wheels on a Mars-like NASA insignia base. By January of 2006, just in time for the McAuliffe Center's planned ceremonial week of activities commemorating the 20th anniversary of the Challenger flight, the carved likeness Mars Rover was on display at the college campus library for tens of thousands of visitors to marvel at. Each of these projects have seemingly taken on a life of their own and brought about a lot of very positive attention to both our program and to inmate artisan Rod Whitten.

Over the 13-plus years that Whitten has been in prison, he has made good use of his time in a couple of different woodshop settings. However, his extraordinary ability to both adapt to and develop his carving skills over the past three years is quite special. His willingness to take on unique, "one of a kind" type challenges is also rarely found in this type of maximum security prison setting. His story does not stop here as he has recently completed a series of three carved motorcycles complete with riders for our program. The first two have been sold. In fact, one of them brought in \$15,000 of much needed program revenue. The last one, however, was recently shipped to our showroom and is now on display with the intent to remain an important part of our program's heritage and history, with no intent to sell. The latest motorcycle carving, inspired by a painting

by artist David Manntook, took nearly 1,500 man hours to complete and is a life-sized replica entitled "Neptune's Ride." This masterpiece is made up of a nine foot long detailed motorcycle with all the requisite parts and pieces, King Neptune, and the mermaid "Shannon" affectionately named by Whitten. This is a priceless work of art capturing the Maine State Prison's coastal heritage and will long be proudly shared with the public.

Literally one day after completing the latest motorcycle piece, Whitten transferred to a minimum security facility and is currently transitioning through our system in preparation for his long awaited release date which is now just a couple of short years away. The legacy Whitten has left behind here will not soon be forgotten and actually may not be completely over as the NASA Langley Research Center, located in Virginia, has been in contact with us about the possibility of having Whitten craft a scaled model of the proposed ARES (Aerial Regional-scale Environmental Survey) pilotless, rocket-powered, controlled airplane being designed to collect previously unobtainable information from Mars. Not long ago, I am sure we would not have even given any serious thought to or been asked about such a project but because of Whitten's amazing talents and willingness to take advantage of the opportunities provided in our industries program, this NASA project just may become a reality. I can certainly say that I am very proud to have had Whitten in our program and

of the mark he has left on our program here at the Maine State Prison. I expect him to make and leave an even bigger mark in the free world with his talents in the not too far future. ▼



Rod Whitten's extraordinary creations are displayed.

The universally recognized advertising slogan utilized by the dairy industry means so much more than just stronger bones to OPI these days. OPI assumed responsibility of Ohio's prison centralized dairy and beverage processing operations, in addition to managing the operations of the eleven prison farms, five of which include dairies. Originally conceived in the 1970's as an operation to provide milk to Ohio's mental health facilities, Ohio's prison system assumed



GOT MILK?

OPI DOES

AND IT'S BUILDING MORE THAN JUST STRONG BONES

By Vicki L. Cox, Marketing Manager, OPI

responsibility for operations of the dairy production facility in 1983 to provide milk to its facilities. As the number of Ohio's prisons increased during the 1980's and 1990's, the dairy processing facility rapidly expanded to meet the growing prison population. By 2000, and now under the leadership of OPI, the Beverage Processing Center was providing milk and non-carbonated, flavored beverages to 30 Ohio prisons.

Nine staff and an average of thirty minimum-security offenders are employed by OPI at the seven-day-a-week, two-shift operation at the Pickaway Correctional Institution. Nearly 35,000 gallons of 1% milk, 18,000 gallons of flavored beverages and 1,300 gallons of cream are processed through OPI's Beverage Processing Center (BPC) each week. It is estimated that Ohio's prison system saves annually \$3.1 million through OPI versus procurement of milk and beverages on the open market.

Already in close collaboration with The Ohio State University's College of Veterinary Medicine in managing the livestock reared in Ohio's prison system for dairy and meat production, OPI recognized that the resources of Ohio's largest university could assist in meeting its need for improving the marketable skills of its offender workforce at the BPC through enhanced training and certification programs. Beginning in October 2006, OSU's Food Industries Center implemented a dairy processing, food safety and plant operations training program through OPI.

Consisting of three key curricular areas in dairy food handling, processing and safety, offenders attend

two-hour lectures and are given written examinations on the material each week. A certificate at each of the three levels of operation will be awarded to those offenders who pass the examinations. Completion of the three areas for the initial offender class is expected in June 2007.

Dr. Valente Alvarez, Director of OSU's Food Industries Center, oversees the program and sees numerous benefits, not only for OPI, but for OSU, its

faculty and students as well. OPI operates the only dairy processing facility in central Ohio which provides faculty and students with opportunities to train and research in a local, fully operational facility. In addition, through this partnership, OSU is able to extend its technical research knowledge and outreach programs.

More importantly for OPI and its offender workforce, the training and certification programs offered through OSU provide the foundation for an offender's future employment in not only the dairy processing industry, but also in the general food and beverage industry. Offenders not only learn the technical applications for processing and handling food products safely, they begin to understand the critical importance of preventing food contamination by safe handling and temperature management. Offenders who leave incarceration with various certifications offered through OSU and OPI will be prepared for the unlimited employment opportunities in the food and beverage industry.

The future of OPI's beverage processing operations continues to look strong with recent equipment acquisitions. OPI seeks to increase its capacity with an additional beverage packaging machine and will expand its product lines to include flavored milk. In addition, OPI expects revenues to grow with the procurement of the equipment to produce and sell Grade A cream from the fat removed from the raw milk. ▼

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A New **DEDICATION** to

RESPONSIBILITY

in Georgia

By Barry Boalch, Marketing Manager, Georgia Correctional Industries

There was a time when Danny Cunningham made a living by detailing cars and never really thought much about his future. That was before he was arrested. Now, after serving a 10-year prison sentence, he has an opportunity to start over with a fresh, new outlook on life.

After several years at Georgia's Hancock State Prison, Cunningham was transferred to a county camp where he was assigned to a road crew. There, he operated an asphalt patching machine. Learning how to operate that machine was an eye-opener. He learned to do something he had never done before and realized that he could learn other new skills, too. This potential only made Cunningham want to learn more. When he made it to the Atlanta Transitional Center, he was assigned to the building maintenance detail at Georgia Correctional Industries (GCI). His supervisors, Paul Crofts and Walter Lyons, noticed his dependability and attention to detail. As a result, they offered to let him work with Lyons to learn to reupholster furniture.

While doing reupholstery with Lyons, Cunningham quickly evolved from an inmate worker into a craftsman. He tackled even the most complicated work and then began working with Anne Murray to learn the art of picture and document framing. His dedication to the job and his ability to learn convinced Executive Director Jerry Watson that Cunningham should complete his work-release program as a contract employee at GCI.

When he started receiving a paycheck in January of 2006, Cunningham immediately started planning for the day when he would be released from custody and become a free man.

When that day came on November 12, 2006, Cunningham had saved over \$8,000 which was enough money to buy a car, find a place to live and have some money left over. While he did have some difficulty finding a landlord who would rent to a convicted felon,

he takes pride in knowing that he was honest in telling potential landlords about his status. He also takes pride in paying his rent before it is due.

Cunningham had proven himself to be such a valuable asset, Watson offered to hire him as a regular, full-time employee of Georgia Correctional Industries. He will soon be training inmates in framing and reupholstery. In addition, he will supervise the GCI furniture moving service.

Along with his newfound pride, Cunningham also now feels an obligation to help others in the same way people have helped him. He takes a particular interest in guiding the inmate workers on the GCI maintenance detail because "they might not be able to see it" the way he does. The inmate workers seem to appreciate his efforts, and are eager to learn.

Describing his new outlook about the future, now Cunningham says that he has basically gotten his life straightened out and he plans to keep it that way. He thinks it really boils down to one thing: "**You've got to be responsible!**" Well said, Danny. ▼

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publication!



Inmates Volunteer

HELP

for Needy Families

By, Cindy Ferguson, Field Public Information Officer,
Wyoming Honor Farm

Wyoming Honor Farm inmates stepped up to volunteer their financial help and services to families in need during the Thanksgiving holiday season. The Wyoming Honor Farm is one of the four prisons in the Wyoming Department of Corrections system.

The inmates of the Honor Farm, located in Riverton, Wyoming, conducted numerous fundraising events throughout the year to raise money for charitable causes and various beneficial programs at the facility. In cooperation with Smith's Food and Drug of Riverton, a Thanksgiving Day meal of turkey,

stuffing, potatoes, rolls, vegetables and dressing was purchased and assembled for delivery to needy families in the local community.

Roady Sanders, an Honor Farm inmate said, "this has sort of become a tradition here at the Honor Farm and many of us are truly interested in giving back to the community. Helping others during the holidays is an important part of volunteering services to the community, something we would like to do more of." ▼



Warden Dawn Sides and members of the inmate volunteer team pose with the items they assembled to give away to families in need during the holidays.



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The Hillsborough County Sheriff's Office oversees the operation of two jails and a work release center in and around Tampa, Florida. In 1990, the inmate programs bureau added a new training program on horticulture and nursery using $\frac{3}{4}$ of an acre of undeveloped property behind the Orient Road Jail.

The trainer for the program is a certified vocational instructor, who is provided by the Hillsborough County School Board. Inmates attend training class five hours per day, Monday through Friday, and must also attend 2.5 hours of academic classes and 1.5 hours of life skills classes daily. Like all vocational programs in the jail system, the horticulture and nursery operation has a social worker assigned to recruit, screen, and provide case management to inmates.

Three years ago, the program relocated to 10 acres behind the Falkenburg Road Jail. The carpentry program built the horticulture program a double-wide portable classroom, two large greenhouses and a shade house.

Since its inception, the horticulture program has focused on growing ornamental landscaping plants. Four to five times a year, public plant sales are held in front of the jails, and all monies earned are used to purchase supplies such as soil and fertilizer.

Approximately four years ago, the current program instructor, Allen Boatman, began cultivating pepper plants. Since then, his classes have grown more than 1,000 different varieties. In the beginning, he worked with the inmates to create a recipe made strictly for classroom consumption to spice up the lunch meal. Because we are always seeking new revenue sources, Boatman and I began talking about doing something more with the hot sauce.

Our product, "Jail House Fire," is made with habaneros, scotch bonnets, jalapenos and other peppers. They are blended with herbs, vinegar, water, lemon juice and mango to create a medium-heat sauce. Last year, inmates produced 1,000 bottles in-house, which were quickly sold to jail staff. An article published in a local newspaper about the sauce was picked up by the Associated Press, producing an onslaught of inquiries from across the United States and internationally about purchasing the sauce.

At that point, I contacted officials from PRIDE Industries in Clearwater, Florida who walked me through the requirements to become PIECP certified. After much contemplation, we recognized our strength was in growing the agricultural products, not in producing the vast quantity of finished bottles that would be needed to address demand that would be generated by working through the PIECP process.

Over the last year, we have been going through the legal processes of protecting the Jail House Fire brand, logo and website content. We also took steps to contract with a vendor who will prepare, bottle and package the hot sauce. In addition to the original hot sauce recipe - *Jail House Fire Felony*,

our next sauce will be *Jail House Smoke*, a chipotle sauce containing smoked peppers. Down the line, we will have a mild hot sauce - *Jail House Fire Misdemeanor* and our hottest sauce - *Jail House Fire No Escape*.

Six months ago, the Pyper Paul + Kenney ad agency approached the sheriff's office and offered to provide pro bono ad services to promote Jail House Fire. The incredibly creative and talented staff of Pyper Paul + Kenney went all out in developing print work, the website and producing commercials for television and radio. The positive response from the website launch has been amazing.

The website, www.jailhousefire.org presents information about the hot sauce as well as the marketing products developed for the product. In the future, sales

of hot sauce will be conducted through the website, along with related merchandise such as key chains, cups, coasters and other promotional items. Locally, we will also be marketing aprons, hand towels and teddy bears made by the jail's sewing program; however, those items will be sold only within Florida

unless we choose later to have that component become PIECP certified.

All funds spent to produce, market and sell the hot sauce are provided through the inmate canteen fund and all profits will go directly back into the fund. Our goal is to have a successful product which will provide an additional stream of funding for programs for inmates. ▼



JAIL HOUSE FIRE HOT SAUCE

By Jan Bates, Inmate Programs Manager,
Hillsborough County Sheriff's Office

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ENTERPRISE 2007

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The National Correctional Industries Association's Enterprise 2007 National Training Conference is an excellent opportunity for professional and personal enrichment for everyone working in the field of correctional industries. This year's conference, **BUILDING BRIDGES: Opportunities for Success**, will be held March 25-28, 2007 in the fabulous city of Jacksonville, Florida. Enterprise 2007 will offer truly valuable training workshops, an expansive exhibit hall and the opportunity to network with your colleagues.

Want to learn how to manage and motivate your customer service team? Need to update your leadership skills to enhance your career? Are you or your organization new to PIECP? Are you struggling to balance institutional concerns against production needs? Unsure how to develop a comprehensive re-entry program? Do you need to know how to establish necessary safety protocols? If you answered YES to any of these questions, **Enterprise 2007 is right for you!**

As the only national training conference specifically designed for correctional industries professionals, NCIA has developed an impressive selection of workshop offerings this year. With 30 workshops offered in the following track themes:

- Sales and Marketing/Customer Service**
- Leadership and Management**
- Private Industry Partnerships**
- Operations and Finance**
- Offender Reentry**
- Jail Work Programs**

every person involved in correctional industries, from administrators to PIE managers to sales/marketing personnel to shop supervisors will find important information that will help their correctional industries program grow significantly.

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Keynote Speakers



Rebecca Smith
Founder and President
The A.D. Morgan Corporation
OPENING SESSION
Keynote Speaker
Sunday, March 25
3:30 PM - 4:45 PM

Join us for two informative discussions given by well-known professionals with many years of commercial and correctional industries experience. First, attendees will hear from the Enterprise 2007 Opening Session Keynote Speaker, Rebecca Smith. President and founder of The A.D. Morgan Corporation, Smith began The A.D. Morgan Corporation, a commercial general construction company in 1989 and has built

the organization to almost 50 employees and annual revenues of approximately \$35 million.



George Denman
Director of Governmental
Operations
PRIDE Enterprises
GENERAL SESSION
Keynote Speaker
Monday, March 26
8:30 AM - 9:30 AM

George Denman, the General Session Keynote Speaker, has had a successful career in correctional industries and will offer valuable insight that is sure to help your organization's programs continue to grow. Denman graduated from the University of Florida and completed the Program for Senior Executives in State and Local Government at Harvard University. He has been cited by three governors for his service. In fact, in

What's **NEW** This Year!

NATIONAL INSTITUTE OF CORRECTIONS (NIC) TRAINING

Reentry is more than talk - it is a practice of assisting offenders in their reentry to communities across the country. Don't miss this train-the-trainer opportunity to learn from the National Institute of Corrections' Training Team who will provide a three-hour training for correctional industry management and staff in how to better walk the talk.

PIE TRAINING

Do you manage a PIE shop? If so, do not miss this opportunity to learn about the complexities of this program, from certification to wages to compliance issues. NCIA is especially pleased to present a PIE 101 Basic Course for Beginners workshop for new PIE managers who have not had formal PIE training in the past.

CORRECTIONS VULNERABILITY ASSESSMENT TRAINING

This year's Jail Work Programs track presents a new methodology that actually calculates the risk associated with specific threats. The Correctional Vulnerability Assessment (CVA) process was developed by NIJ through a grant to ACA and focuses on how to calculate the probabilities associated with risks that have been identified in detention and corrections facilities. Participants will receive a CVA handbook, CD and complete training program.

JOIN US!

at NCIA's ENTERPRISE 2007

2004, Governor Bush appointed Denman the Interim Secretary of the troubled Department of Juvenile Justice. Upon completion of his assignment, Denman returned to the Department of Corrections and, soon thereafter, retired after 35 years of service. Immediately upon retirement, Denman began working for PRIDE Enterprises and currently serves as the director of governmental operations.



DON'T MISS NCIA's

Annual Exhibit Hall Grand Prize Giveaway

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Have you been dreaming of sipping a cool beverage as you gracefully drift along the water toward a sun and fun-filled destination? Well, make sure you come to Enterprise 2007 where NCIA will treat one lucky conference attendee and a guest to a 5 day fantasy getaway complete with the following:

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Don't miss it! The Grand Prize Giveaway drawing will be held at 1:15 pm in the conference Exhibit Hall on Tuesday, March 27, 2007. Remember, you must be present to win!

**Subject to all rules and regulations to be listed in the official conference program book.*

THANK YOU to OEI, Keefe Group and 3M for generously supporting the Exhibit Hall Grand Prize Giveaway at Enterprise 2007!



FACILITY TOUR

Union Correctional Institution
Wednesday, March 28, 2007
12 Noon- 4:00 pm

Please join us for a tour of the following PRIDE Enterprises Industries at Union Correctional Institution:

First, tour the **Union Tag** plant where you will see the manufacture of license plates using the clear coat plate process. This shop is the two-time recipient of the Davis Productivity Award which cites efforts in cutting Florida State Government costs through measurable cost savings and productivity.

Next, the tour will take you to **Union Dental**, the manufacturer and supplier of dental prosthetics to every prison dental clinic in Florida and to private dental practices in 48 states. In 2005, three inmate workers became the first prison inmates in the nation to achieve designation as Certified Dental Laboratory Technicians.

Lastly, the tour will take you to **Union Metal Furniture**, where the manufacture of metal detention furniture, school lockers, shelving, bookcases, and cabinets takes place. This plant also manufactures custom metal products designed especially for marine and maritime applications.

MAKE YOUR RESERVATIONS EARLY AS SPACE IS LIMITED.

Participants must register by 2 p.m. on Monday, March 26 at the Correctional Industries Tour Booth in the conference registration area.

GOT COFFEE?

Wake up and join your colleagues at the Exhibit Hall coffee breaks on:

*Monday and Tuesday
7:30 a.m. - 8:30 a.m.*



**THANK YOU ICF, KEEFE GROUP AND 3M
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THE VOTES HAVE BEEN COUNTED...

...and the results are in!

Every year, NCIA makes a special effort to acknowledge individuals who have demonstrated extraordinary skill and leadership in their field of expertise as well as a dedication to improving correctional industries as a whole. We ask that you take the time to congratulate them for all of their hard work and join us in celebrating their achievements at the NCIA Awards Banquet on Tuesday, March 27, 2007, during the NCIA Enterprise 2007 National Training Conference in Jacksonville, Florida. And with that, it is our pleasure to announce the 2007 NCIA Award Recipients!

2007 Rodli Award Recipient: **Wilbur (Bill) Gooch (MO)**
2007 Marketing & Sales Award Recipient: **Michael Tuck (VA)**
2007 National Staff Award Recipient: **Anne Murray (GA)**

2007 Staff Award Recipient, Northeast Region: Greg Holmes (FPI)
2007 Staff Award Recipient, Southeast Region: Anne Murray (GA)
2007 Staff Award Recipient, South Central Region: Steven Neff (NE)
2007 Staff Award Recipient, Central Region: Wade Kent (IN)
2007 Staff Award Recipient, Western Region: Paul Baum (CA)

Special thanks to the John R. Wald Company, the Keefe Group and 3M, the Awards Banquet sponsors!



2007 Honor Roll

Dan Atherholt (DE)
Paul Baum (CA)
Curtis Bish (PA)
Gail Boese (MT)
Leonard Chase (VT)
Bernie Cumberland (MD)
Victor Currier (NH)
Don Dantzler (SC)
Beth Derby (NJ)
Cynthia Gillespie (NY)

Rex Gregory (CA)
Fred Hern (TN)
Greg Holmes (FPI)
Wade Kent (IN)
Charles Kerley (NC)
Tim Linn (CA)
Anne Murray (GA)
Steven Neff (NE)
Jackie Oliver (KY)
James Posteraro (FL)

Keith Shaw (OH)
Mark Smitherman (AL)
Deborah Stevens (CO)
Jeff Stevens (IL)
Charles Uren (MI)
Donna Walker (MS)

**** Bolded names represent
Regional Staff Award winners**

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OVERCOMING BARRIERS

to Find

A BETTER LIFE

By Susan Cunningham, Director of Workforce Development, TRICOR

There are those of us who seem to have more obstacles and barriers to face in life than others. Richard* was certainly one of these people. At the early age of 10, he was already on his own, living in old abandoned buildings, and stealing food and other items to survive. Since 1979, he was in and out of juvenile detention.

From there, he progressed to gangs, drugs, and increasingly serious crimes. He has spent most of his adult life either incarcerated, or on parole or probation. His work with correctional industries spanned the years from 1989 until his release, for a total of 13 years' experience in textiles and print.

When talking with Richard, he focused on skills he gained and the people who helped him develop those skills. Certainly the training he received in the correctional industries print shop prepared him for his position with a printing company in Nashville. Initially, he was hired as a janitor in the Riverbend Maximum Security Institution print plant in Nashville,

Tennessee. He was eventually promoted to raw materials clerk, a press operator, and worked in the bindery area. He trained on five different machines, but he says it was the staff that gave him his chance to learn and helped him get where he is as a person. Richard said that over the years, the plant staff taught him the technical skills while the workforce development staff taught him how to talk to people, how to open up to others, made him feel he was capable of speaking in public, and had a way of bringing things out. This multifaceted approach of providing occupational and interpersonal skill development was critical to Richard's success.

Upon release, he obtained employment in Nashville with a printing company. He has worked there over a year. Even though some of the print machines are different than those at TRICOR, he had the basic knowledge of the print industry and was able to successfully transfer his skills from one business environment to another.

Richard has attended church since 2002, both while in prison and upon release. This remains a very important component in his development and has provided him with the daily post-release support he needed and still receives. His confidence and training in life skills prepared him to become a speaker for youth through the church and to be involved with other ministry programs. He is involved with the church's furniture ministry for people being released from jail or prison who need furniture. He gives back to his community as often as he can. He has volunteered to be a speaker for TRICOR at the prisons during life skills classes. He knows the difficulties he has faced and wants to provide the encouragement and the reality he knows others need.

Although some days are not easy, Richard wants to be out in the free world because his daughter needs him. He takes pride in serving as a contributing and productive person. He lives two buildings from his work, talks with TRICOR staff for continued support, spends time with family, has a church family, and gives to others.

Richard once said to staff, "Give me my shot and I won't let you down." He has definitely followed through with his word. ▼

**In order to protect his identity, his name has been changed.*



Creating a pathway for change

Manufacturing operations are the traditional activities that established the original foundation of TRICOR. Offenders who work in the wood plant at Turney Center Industrial Prison manufacture office and residential furniture and work in private industry partnerships to make kitchen cabinets and street hockey sticks.

Annually, nearly 600,000 people are released from prisons across the nation; almost 14,000 of these are from Tennessee prisons and jails. On any given day, TRICOR works with approximately 1,000 men and women to prepare and equip them to function more successfully both while incarcerated and during reintegration into society. TRICOR's double bottom line – working together to operate a financially sound business while moving forward with the social mission of providing opportunities for people to make significant life changes – is what it takes to create a pathway for change.

For more information about TRICOR, please visit our website – www.TRICOR.org.



In keeping with the statutory mission of “duplicating, as nearly as possible, the operating activities of a free-enterprise type of profit-making enterprise,” inmates interested in a Prison Rehabilitative Industries and Diversified Enterprises (PRIDE) work program assignment submit an application to industry management. In concert with the Department of Corrections classification officer at the correctional institution, inmates are selected for PRIDE based on their disciplinary record, custody level, institutional adjustment, educational level, and time left to serve.

PRIDE operates 36 industries, called training centers, at 21 correctional facilities throughout Florida. Producing products and services ranging from sugarcane to dentures, each industry has its own requirements for inmate selection though most positions require at least a sixth grade education.

Once assigned to PRIDE, the inmate worker becomes part of a program designed to promote future employability by teaching basic work skills, industry specific skills, and by enabling the acquisition of work ethic behaviors.

Company-wide, there are 363 on-the-job training programs which provide inmate workers with certifiable skills in occupations from farm worker to dental lab technician. On-the-job training is provided by instruction, demonstration, and actual work experience provided by industry staff and supervisors who are masters of their trades. Formal, structured training ensures that PRIDE conducts its industry operations with maximum efficiency and offers inmate workers the full benefit of meaningful employment.

PRIDE on-the-job training programs have been certified by the Florida Department of Education or other educational institutions and trade organizations as adequately preparing inmate workers for entry-level employment in free enterprise. Through the process of review and certification, programs are modified and adapted to meet current industry standards. PRIDE on-the-job training programs take from 120 to 6000 hours to complete and require grade level equivalent scores of six to twelve in math, language, and reading.

Once assigned to an industry training center, the inmate is placed in a work position by PRIDE management based on industry need, the inmate’s interest and capability, and educational level. All training begins with a new hire orientation where expectations of the worker are defined and basic safety and work rules are explained. Most inmate workers are new to the world of work, never having held legitimate employment prior to incarceration.

On-the-job training is incremental and performance-based. As skills are achieved, more complex skills are added. Training accomplishment is recognized by the award of certificates for each module of training. For many inmates, this is the first tangible recognition they have ever received for a job well done. When all modules of training have been satisfactorily completed, and skills demonstrated, the inmate worker is awarded a certificate of achievement from the certifying entity- Florida Department of Education, Clemson Apparel Research, the Rolla Coatings Institute or others.

In addition, several industry training centers offer their inmate workforce the opportunity for specialized trade certification. Inmates at the Tomoka heavy vehicle renovation industry training center can become automotive service excellence (ASE) certified in collision-painting and refinishing, auto-engine repair, and medium/heavy truck- electrical/electronic systems, among others. PRIDE inmate welders can receive certification from the American Welding Society. All inmate forklift operators are OSHA certified. These trade certifications are readily recognizable by free enterprise and aid former inmate workers when searching for employment.

Some industry training centers may provide wage incentives based on team outputs. These team-based

incentives combine production and quality performance with private-sector industry labor standards and offer inmate workers operating as a team the opportunity to increase their pay. The purpose of the incentive is to assure that PRIDE remains competitive by using benchmark standards while rewarding its inmate work teams with higher compensation.

A vital part of every on-the-job training program, the employability skills module provides the inmate worker with instruction on how to find and apply for employment. The process of work itself imparts the work ethic behaviors valued by PRIDE management and private employers alike. PRIDE inmate workers are expected to demonstrate quality performance, be customer service oriented, exhibit teamwork, behave honestly and with integrity by complying with all rules and regulations, and to show respect for their supervisors and fellow workers.

A pre-release workshop assesses the transition needs of inmate workers to be released in the short term. The primary mission of the PRIDE transition program is to provide job placement and related services to PRIDE workers who are released to society within 6 months of their PRIDE termination and who left the industry training center in good standing. Services are planned and developed to assure that released PRIDE workers experience a smooth and uninterrupted transition from prison work and training to a Florida community.


The PRIDE transition services team works closely with the ex-offender upon his release. Some participants may need support with basic needs before they can begin to look for work. Considering individual needs and available resources, temporary shelter, transportation, and other social services may be necessary. Part of this support includes a toll-free number to call PRIDE transition services immediately upon return to the community. A job search plan is developed and certain pre-employment requirements, such as having a valid social security card, Florida ID, or driver's license are addressed. It is crucial during the job placement referral phase that participants make their committed appointments and interview to the best of their ability.

As a matter of policy, contact is maintained for at least the first 30 days after job placement to thwart any obstacles that may interfere with job retention or personal success. PRIDE participants are placed in jobs above minimum wage, with benefits and with the opportunity for advancement. Last year, 296 former inmate workers were placed in jobs, with an average entry wage of \$11.03.


Sewn Products- Marion Correctional Institution

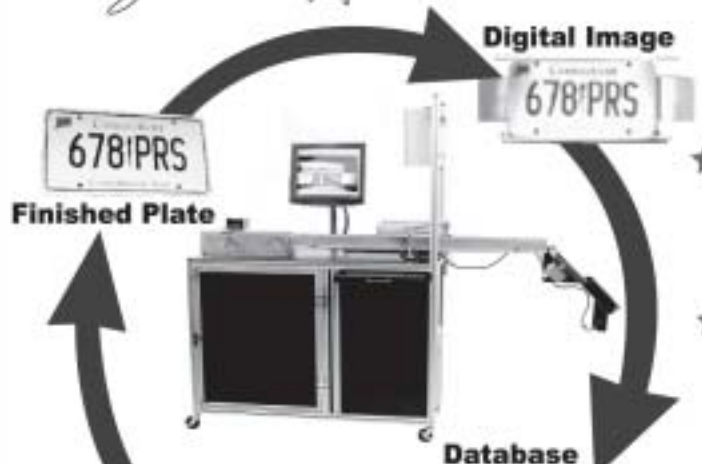
The quality of this training program is nationally recognized. In the summer of 2005, the sewn products' inmate training programs were re-certified by

Continued on page 22



DigiTag LPD





| Number | Exp. Date | Last | First |
|--------|-----------|-------|---------|
| 678PRS | JAN2004 | Smith | Henry |
| 677PRS | JAN2004 | Doe | John |
| 676PRS | FEB2004 | Jones | William |
| 679PRS | FEB2004 | Brown | Samuel |

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Clemson University as meeting private industry standards for production efficiency and preparing inmate workers for employment in the garment industry. The certification was awarded after an intensive week in which Clemson University industrial engineering staff evaluated each of PRIDE's garment plants as to manufacturing and quality processes, training effectiveness, and program documentation. As a result of the certification, inmates who complete the garment vocational training program are awarded a certificate from Clemson Apparel Research. The certificate recognizes the inmate's achievement in completing the vocational training curriculum in a real world work environment. To the latter point, in a presentation at NCIA's Enterprise 2006, a speaker from Clemson Apparel Research cited a PRIDE sewn products industry as an example of extraordinary production efficiency, with inmate workers performing at a standard higher than that seen in the business community.

Dental Laboratory- Union Correctional Institution

In August of 2005, three inmates assigned to the PRIDE dental laboratory at Union Correctional Institution became the first prison inmates in the nation to achieve designation as a certified dental laboratory technician (CDT).

The National Board for Certification in dental laboratory technology administers the certification program which is the professional standard in dental laboratory technology. The inmates passed two written examinations and a practical test which assessed the knowledge and applied skill level necessary to perform the tasks required of a dental technician.

The PRIDE dental laboratory provides crowns, bridges, dentures, and orthodontic appliances to all of the prison dental clinics in Florida, as well as providing dental prosthetics to private dental practices in 45 other states.

The attained skill and knowledge of the CDT is highly desirable to laboratories. Having this certification provides the dental technician with the advantage of higher salary, advancement, and job satisfaction. The extensive knowledge gained by the CDT during the certification process assures the laboratory owner, dental customer, and the public that this individual is a true student of the profession and committed to excellence. ▼

Wyoming Honor Farm *Inmates* **SHOW THEIR HUMANITY**

By Cindy Ferguson, Field Public Information Officer, Wyoming Honor Farm

The Fremont County Good Samaritan Center (Good Sam) has been a proud recipient of some of the continued volunteer and work efforts of the inmates of the Wyoming Honor Farm. The homeless shelter operates on a very limited staff and money is always tight.

As any homeowner knows, the expenses associated with home improvements and repair can be overwhelming. The inmates of the Honor Farm who are assigned to the forestry program's *Fire Wranglers* have made the homeless shelter one of their community service projects for the fire off-season. By bringing their skills and expertise to address the physical plant needs of the shelter, they have saved Good Sam thousands of dollars in labor costs. That is money that can be put to better use: to feed, house and clothe the homeless of Wyoming. Just this last month the shelter provided 1,568 meals to the homeless and indigent members of our community. Good Sam also provided 454 nights of shelter to men, women and children in October.

The fact that inmates of the Wyoming Honor Farm have been able to positively impact the lives of our homeless in Fremont County has been reassuring. One inmate commented to his caseworker that he had no idea the shelter served so many kids. He said, "**we need to do everything we can to make the shelter a safe and warm place for those kids while their moms and dads get back on their feet. Those children deserve a real chance at happiness.**" He went on to say, "I feel like I am doing something important when I help out at the shelter. I am making a difference."

The Wyoming Honor Farm works hard to create an environment that promotes growth while the men pay their debt to society. The volunteer and community support efforts demonstrated by these inmates are proof positive we are headed in the right direction. ▼

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Success in Correctional Industries

**By Danielle Wilmsen, Marketing Coordinator,
Maryland Correctional Enterprises**

As correctional professionals, we all understand the inherent value that prison industry programs present as both a financial contributor and a rehabilitative program. It is this dual mission that we hope to achieve through each of the industries that we operate. One of the leading operations within Maryland Correctional Enterprises (MCE) that remains a successful example of this goal is our newly “reopened” design plant in the Maryland Correctional Institution for Women.

In Maryland, preparing offenders to successfully reenter society and the workforce means offering them a combination of practical job skills and personal development. Teaching the basic skills of AutoCAD, a computer aided design program, is the first step to achieving that goal in our design plant. MCE plant managers incorporate ethics, responsibility, determination, teamwork, leadership and pride in a job well done to fully prepare offenders not only to obtain, but also keep, gainful employment in society.

With the increasingly technological world, employers in Maryland’s private sector are looking for more and more computer literate personnel. This growing demand helps job seekers with computer experience reach a higher skill-level profession that has greater benefits in terms of salary and future job opportunities. Although all types of work experience have shown to be effective in helping ex-offenders in Maryland obtain employment upon release, obtaining a job of greater sustainability is even more beneficial because it lessens their struggle to pay bills, taxes and other societal demands.

While knowledge of a computer program such as AutoCAD is beneficial to MCE’s design plant employees when released, the supplementary work skills learned in a real-life work setting further their chances of maintaining valuable employment. Many of the female offenders have had little job experience prior to their incarcerations. The detail oriented AutoCAD teaches organizational skills, how to prioritize, calculate and plan ahead. Responsibility is also developed because of the structured operations of the design plant. Plant managers stress attendance, quality and timely production standards and deadlines. Furthermore, design plant employees interact with customers on a regular basis to keep them up to date on the progress of their layout, giving them experience in communication and customer service techniques, problem solving skills and examples of professional conduct in a work environment.

Design plant manager, Karen Redmond, fittingly expresses that our goal is not simply just to teach technical skills but also “to help these women grow profes-

sionally.” Redmond has also witnessed ambition in achieving leadership roles, which suggests that these women are gaining confidence in their work abilities and in themselves through their daily work experience at MCE.

The newly reopened design plant has also been financially beneficial to the overall success of MCE. Our design service is widely utilized by our customer base because of the added convenience of having an in-house design team that is familiar with our product line. We have reduced our design backlog and turned projects around faster resulting in more projects and the opportunity to employ a greater number of inmate employees.

We have so many dedicated women working in the plant at the moment that the turnover rate is extremely low. This has prompted MCE to collaborate with a local community college to offer an evening AutoCAD class where women can earn college credit for their work. The expansion of the AutoCAD training will offer an even greater number of offenders the opportunity to gain work skills and succeed upon release.

Within our own organization we have hired three ex-offenders as full-time state employees because of the skill level and personal characteristics they acquired while working in our design plant. Jennifer McCready, a former design plant employee who now works in the design department at MCE headquarters, feels that resilience is the most important skill she learned during her time at the plant. “I can do my best at whatever the situation, learn from it, strive for more, and work hard at what I want.”

Employing offenders is just the beginning in Maryland. MCE’s success is measured two-fold, by the sales we can bring in to increase offender employment and how well we are able to prepare those offenders for employment in the private industry, both technically and personally. Jennifer felt that her plant supervisor was “not only a boss, but a mentor to me.” This simple statement says a lot about what we are trying to accomplish. ▼

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TEACHING INMATES TO WORK in Pennsylvania Part 2

By Marc Goldberg, Director, Pennsylvania Bureau of Correctional Industries

In 2004, PCI presented an article in NCIA News entitled "Teaching Inmates to Work in Pennsylvania." The article contained several short stories from PCI staff members about their efforts to improve the reentry potential for inmates who worked in their factories. This article provides an update on progress of several initiatives made over the last three years.

Pennsylvania Correctional Industries (PCI) uses the tag line "*Teaching Inmates to Work in Pennsylvania*" on all of its correspondence and marketing material. The phrase is much more than a branding gimmick. Rather, it is a watchword to guide the organization strategically and a way for PCI staff to measure the value of the work they perform each day.

It is easy to get caught up in the day-to-day rush of our jobs: seemingly endless emails and correspondence, phone calls from customers, attention to financial statements, and the many production problems related to raw materials, logistics, and institution security concerns. Is there ever any time left to think about the inmate workers? The PCI tag line helps us remember our **top** priority.

In the past, most inmate training could be categorized in two ways: **work ethic development**: attendance, following directions, working as a team, getting along with co-workers and supervisors, caring about product quality; and **vocational skills development**: learning a trade and performing the details of the actual work in a particular factory. While these are still important aspects of an inmate's experience in a PCI factory, considerably more attention is paid to developing the inmate for successful reentry to the job market upon release. Some of the more important PCI initiatives are as follows:

LAUNDRY WORKER CERTIFICATION

PCI operates two large industrial laundries and has plans for expanding this line of business to additional locations. Inmates employed in the laundries receive experience in operating large pieces of laundry equipment, maintenance and control of laundry chemicals, computer control of laundry equipment, logistics, and other laundry-specific skills.

Recently, PCI began a certification program under the auspices of the National Association for Institutional Linen Management (NAILM). Inmates can achieve certification as a certified washroom technician, a certified linen technician, and ultimately as a certified laundry and linen manager. Upon release, ex-offenders with NAILM certification are in demand in the hospitality industry and in commercial laundries.

COMMISSARY DISTRIBUTION WORKERS

PCI began a new industry focusing on off-site bagging and delivery of commissary orders for the Pennsylvania Department of Corrections. Three large warehouses provide weekly commissary orders for over 42,000 inmates in 26 institutions.

Commissary distribution provides inmates with the opportunity to learn important skills relating to warehouse operations, including fulfilling orders, operating computers and scanning stations, stocking and record keeping, forklift operations, and logistics. Ex-offenders with skills in these areas are in great demand in the growing field of business warehousing.

COOPERATION WITH CORRECTIONS EDUCATION

PCI and the Bureau of Corrections Education (BCE) are two bureaus within the Pennsylvania Department of Corrections. As is typical of most bureaucracies, the "stove-pipe" nature of the organization resulted in the bureaus operating independently with little interaction in planning or strategic objectives. More recently, PCI and BCE began a cooperative relationship that has resulted in unique synergies.

BCE brought some valuable tools to the partnership, including detailed analysis on workforce development and job demands, a close relationship with state policy makers on job training issues, and most importantly, funding for vocational teachers. Once PCI and BCE began to align education programs to match the industries that existed at specific prisons, many positive results emerged. PCI found a ready supply of trained workers available for employment in the factories. The lure of PCI jobs provided additional incentive for BCE students to do well on their courses. The combination of vocational education with BCE and work experience from PCI significantly enhanced an

inmate's ability to get meaningful employment after release and led to a more successful reentry.

Key areas where BCE training programs complemented PCI industries include:

BCE PROGRAM

Optical Theory
Welding
Warehouse Operations
Printing
Business

PCI FACTORY

Optical Laboratory
Precision Metal Factory
PCI Commissary Distribution
Printing Plant
Clerks for all factories

TALES FROM THE STREET

On occasion, PCI staff learns about an inmate's success in reentry. These stories are among the most heart warming and motivating anyone could hope to hear. Each tale of an inmate turning his/her life around and pointing to his/her PCI experience in some significant way is an overwhelming validation of the difficult hours the PCI staff spends on the job. Each positive report renews our motivation and increases our determination to make the PCI experience better for the next group of inmates.


Recently, PCI conducted a study on the effectiveness of inmates' participation in the BCE optical theory program combined with the experience of working in the PCI optical laboratory. These efforts take place at SCI-Cambridge Springs. The study identified a number of BCE/PCI inmates who were then tracked through the parole system and asked to respond to survey questions.

Of those inmates who returned surveys, an astounding 100% reported that they found employment and had remained employed since release, many in the optical field.

Teaching Inmates to Work in Pennsylvania? Absolutely! And the magnitude of the success exceeded all of our expectations.

Another example was a report from an inmate who worked in a PCI Garment Factory. Bill (*not his real name*) began working for PCI in July 1994 as a trainee on the utility line. He progressed very well and was permanently assigned to the cutting room. Bill became a very good worker and the quality and quantity of his work increased until he became one of our best workers. Bill was paroled in May 2005. He has since reported that he has remained clean and sober and employed. Recently, he called to thank PCI for giving him job skills, job responsibilities, and teaching him to take pride in what he was doing. Bill said that he felt important and began to realize that he could become productive and self sufficient on the outside rather than being a burden to society. He is currently employed in the warehousing industry and is making over \$20 per hour.





Pennsylvania Correctional Industries is one of several Pennsylvania Department of Corrections efforts focused on inmate reentry. The skills, values, and experiences gained by each of our inmate workers have a measurable impact on their reentry potential. It is gratifying to know how much correctional industries contributes to their success after release. ▼



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WILD HORSES OFFERED AT REDUCED ADOPTION RATE

By **TRACY HARMON**, THE PUEBLO CHIEFTAIN

With 1,000 mouths to feed and more on the way, the U.S. Bureau of Land Management is looking to adopt wild horses at the East Canon Prison Complex at a price even Santa would appreciate - \$25.

The reduced price, a savings of \$100 per horse, is being offered on geldings aged 4 and older. The horses have not been trained.

However, halter-trained or fully-trained horses may be obtained during an adoption Friday for a higher price. The Correctional Industries-run training program provides work for inmates, who train the animals that the BLM saves from public lands where oftentimes food is scarce.

"We have the best and largest prison training facility in the nation," said Brian Hardin, wild horse program supervisor.

"We hope that anyone who has the interest and means of providing good care for these geldings will come to our facility in December," said Fran Ackley, Wild Horse and Burro program specialist for the U.S. Bureau of Land Management. The BLM hopes to adopt out some of the animals it manages because of the high cost of care. The cost to maintain the wild horse and burro populations in holding facilities throughout the nation is more than half of the agency's budget, which was \$36.8 million in fiscal year 2006.

Each person may adopt up to four wild horses or burros in a year.

Adopters will have to get pre-approval through an adoption application and should make an appointment to do so by calling the local BLM office at 719-269-8539 or logging onto www.blm.gov. ▼

This article, written by Tracy Harmon, was originally published on December 10, 2006 in The Pueblo Chieftain, Canon City, CO. Reprinted with permission.

What's *New* in California!

By **Frank Losco**, Chief, Office of Public Affairs,
California Prison Industry Authority

Rex Gregory, Inmate Employability Program Manager for the Prison Industry Authority, packages a complement of tools to send to parolees who have graduated from PIA's carpentry pre-apprentice program called "Career Technical Education-Carpentry." The newly established training program teaches inmates construction skills they can use to successfully obtain employment upon parole. After completion of the training, the first of its type in the nation, paroling inmates will be eligible for placement in a full-scale apprenticeship program, offered through the Carpenters Training Committee for Northern California, which leads to jobs with construction companies that employ organized labor. PIA pays for the initial union dues and provides a full set of tools to inmates who complete the training program. The second group of inmates will graduate from the training program in February. ▼



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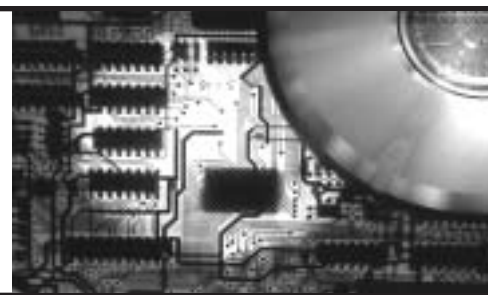
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for meaningful employment in Connecticut



The best opportunity for a program that will result in meaningful inmate employment upon release is training in the field of information technology. The Department of Correction in Connecticut operates a program employing fifty inmate workers performing services such as data entry, document optical scanning, mailing services, and the conversion of microfilm to digital format. We shortly expect to add map imaging and Braille conversion using standard industry software. This type of work/training should be evaluated by all prison industry programs because:

- 1) Every state agency has a problem with document storage, accessibility, and information movement.
- 2) Prisons are clearly the most restrictive and safest location to process confidential information as long as you perform adequate background checks and have strong security standards that are constantly monitored.
- 3) State Agencies benefit from significant cost savings compared to having similar work performed on the outside.

4) Prisons are a hack-free environment since there are no external data lines.

5) Compared to the conventional program offerings, the demand for these services on the outside is growing. (*try getting a job on the outside making license plates, or inmate clothing*)

6) When you pay inmates less than \$1.00 per hour and sell the service @ \$8.00/hour (well below outside vendors) it is hard not to produce a profit.

The best feature of this type of training/work program is that everyone really is a winner. The customer saves money and gets a service offering that would most likely never be put out to bid which allows them to reallocate their current personnel resources to more meaningful duties.

The correction department generates revenue, the taxpayer burden is reduced, the inmates learn a marketable skill and hopefully at the end of the day are too tired to cause trouble. ▼

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